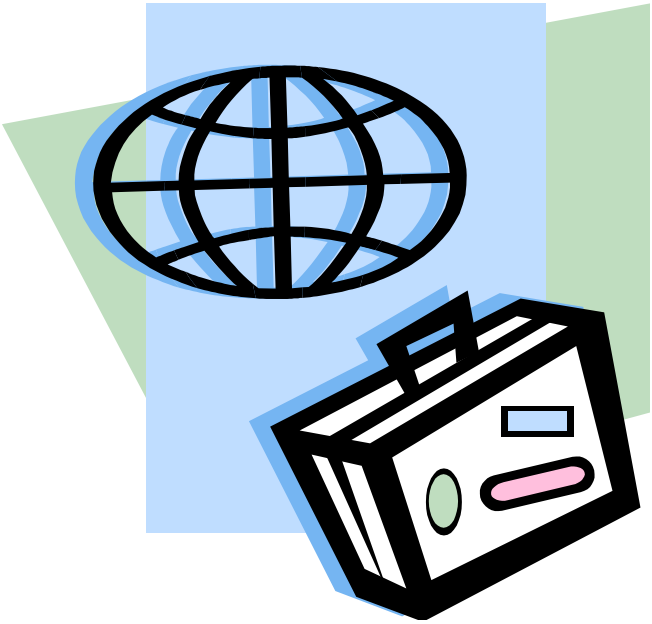
Guide to Site Visits for



The Secretary's Robert W. Carey Performance Excellence Program

UNITED STATES
DEPARTMENT OF VETERANS AFFAIRS

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Purpose

The purpose of this desk guide is to detail how site visits for the Secretary's Robert W. Carey Award Program will be conducted. The intended audiences for this desk guide are Carey examiners and applicant organizations preparing for a site visit.

The purpose of a site visit is to verify potential role model "best practices" and to clarify the approach, deployment, learning, and/or integration of any processes which are not clear from the written application.

A site visit also provides the applicant with a more robust feedback report, as the examiner team has an expanded opportunity to evaluate the processes of the organization beyond the scope of a written, page-limited application.

Participants

Participants in a site visit may include, but are not limited to:

Site Visit Team

- At least three examiners who have reviewed and evaluated the applicant organization's Carey application
- One of the examiners will be designated as the team leader
- A representative from the Carey Performance Excellence Program Office, a program judge, and/or a Carey program co-chair may choose to participate

Applicant Organization

- Designate a point-of-contact to coordinate with the examiner Team Leader
- from the applicant site being visited
- Members of the applicant organization's senior leadership team who will be interviewed or otherwise involved in the assessment

Individuals from the applicant site who will be interviewed or otherwise be involved in data collection or presentation

Responsibilities

Carey Performance Excellence Program Office

- Notify examiner team and applicant point-of-contact of site visit selection based on the consensus score of the examiner team, as validated by a program judge
- Coordinate travel dates and logistics
- Support examination team leader and team
  - Provide suggested agenda
  - Ensure examiners understand and follow site visit procedures
  - Ensure data collected is needed to clarify/verify information provided in the application
  - Ensure examination team sufficiently documents data gathered to support strengths, opportunities of improvement, and scores
  - Ensure all comments provided to the team in the judge's review are addressed
- Program office personnel do NOT participate in actual identification of applicant strengths, opportunities for improvement, or scores

Site Visit Team

- Gather data needed to verify/clarify site visit issues, revise feedback, and revise or validate scores
- Collect needed information with minimal intrusion on applicant organization
- Represent the Carey Program with professionalism

Applicant Point-of-Contact

- Arrange for a conference room for the exclusive use of the team while on site
- Serve as a contact during the site visit to address issues that may arise

Applicant Senior Leadership.

- Senior leadership typically participate in:
  - Opening / closing meetings
  - Examiner interviews

Other individuals from applicant organization

- Be available for interviews when scheduled
- Provide available information when requested

Co-chair

- Observer to ensure objective process
- On-site subject matter expert team
- May be asked to assist team in data collection

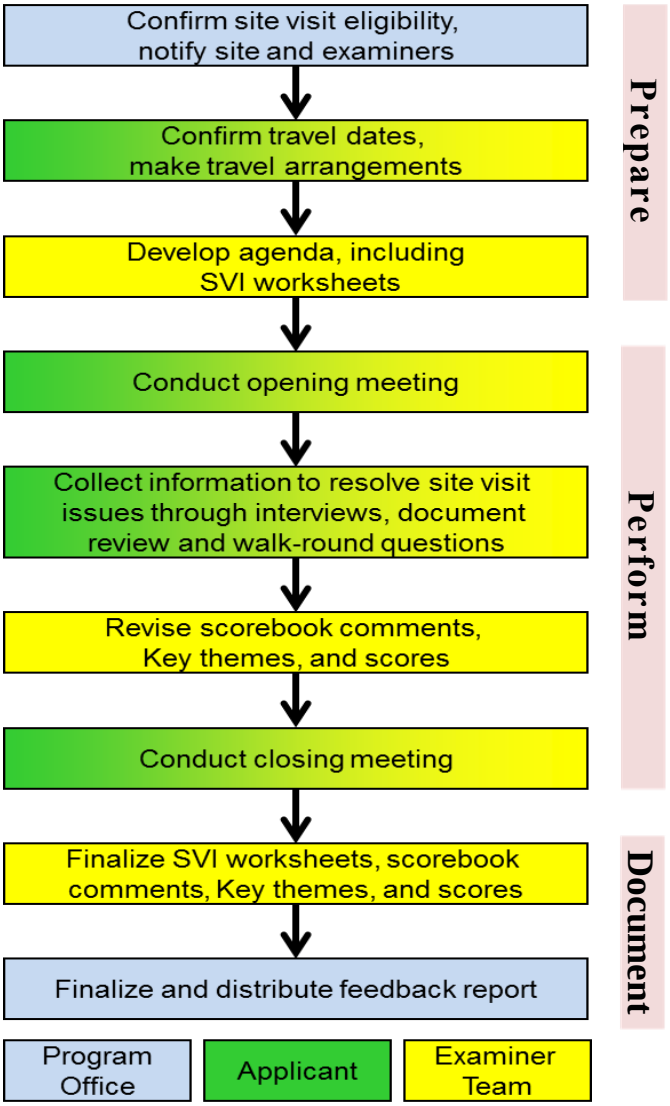
Program judge

- Baldrige Criteria subject matter expert
- May be asked to assist team in data collection

Process Overview

The site visit process is divided into three distinct phases: **preparation, performance, and documentation**.

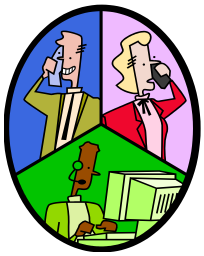
- Preparation phase
  - Create site visit schedule and plan in coordination with applicant point-of-contact
    - *Data update / document request*
    - *Prepare Site Visit Issue (SVI) worksheets for each issue to be verified or clarified and what evidence is needed to resolve the SVI*
- Performance phase
  - Team collects data to verify/clarify SVIs, respond to judge's comments, and revise / validate Consensus comments / scores
    - *Individual and team interviews*
    - *Review of documents*
    - *Update of results*
    - *Walk-around questioning of the workforce*
- Documentation phase
  - The team revises the Scorebook comments, key themes, executive summary, and scoring sheet to reflect changes resulting from information gathered during the site visit
  - After the on-site portion of the site visit, the program office
    - *Arranges for technical and final edits to produce the feedback report*
    - *Sends feedback report to the applicant organization*



Process Detail

- Preparation Phase
  - The Carey program representative and examination team leader work together to determine the number of examiners and skill mix needed.
  - The Carey program representative, examination team leader, and applicant point-of-contact will coordinate travel dates, agenda, and other logistics.
  - Examiners participating in the site visit make their own travel arrangements and will be reimbursed by the Carey program at approved rates.
  - Co-chairs who choose to participate in the visit will make their own travel arrangements, read the application and Consensus Scorebook.
  - Site visit planning call #1. *Team Leader schedules a planning call with the team members. During the call, the Team Leader:*
    - *Assigns categories to the examiners*
    - *Reviews Site Visit Issue process*
    - *Confirms the site visit agenda*
    - *Confirms travel arrangements have been made*
  - Examiners create SVI worksheets for comments in their assigned Categories
    - *One worksheet for each "it is not clear" opportunity for improvement (OFI)*
    - *One worksheet for each "double strength" (potential role model best practice)*
    - *One worksheet for each "missing result" comment and other issues which could potentially be resolved on site, such as segmentation and comparison information*

- *One worksheet for each item that the judge noted needs additional information*
- *All SVI worksheets should be sent to the team lead for distribution and review prior to the second planning call.*
- ***NOTE: Patients, family members, and other non-workforce members are not to be interviewed.***



- Site visit planning call #2.
  - *Discuss the SVI worksheets to coordinate site visit activities*
  - *Develop a list of people to be interviewed, and specific information to obtain*
  - *Develop a list of documents that will be requested to be available at site*
  - *Develop a list of "walk-around" questions that will be asked of random members of the workforce*
- Final preparation meeting, after arrival to the site hotel, but prior to arrival at the applicant's facility
  - *Review the site visit procedures and rules of conduct*
  - *Ensure the team is prepared to fully address all site visit issues*
  - *At the discretion of the applicant leadership, documents requested in advance, and available updates to results provided in the application, may be made available to the team at their hotel*

- Performance Phase

  - Examiners should:
    - *Ask questions to understand*
    - *Accept information provided by applicant as accurate*
    - *Seek to ensure remaining OFIs are actionable and accurate*
    - *Resolve all OFIs so that the post-site visit feedback report contains no language such as "It is not clear…"*
    - *Verify identified strengths as potential best practice / role model*
  - Opening meeting: Onsite activities will begin with an opening meeting, including the site visit team, applicant point-of-contact, and applicant senior leadership.
  - Topics discussed at this meeting follow the SPACER acronym:
    - ***Safety** / Security: Any safety / security considerations for the team (identification badges, escorts available from the applicant organization, facility maps, etc.)*
    - ***Purpose**: Site visit is intended to verify potential role model / best practice strengths, and clarify opportunities for improvement where a process approach, deployment, cycle of learning, or integration is not clear. The site visit is <u>not</u> intended as a "discovery" process for new information, although updates to processes and results since the time of the application are welcome.*
    - ***Agenda** and general information: Review and verify the general agenda, which is always subject to change with identification of new information.*
    - ***Code** of Conduct: Review the Carey code of conduct for all site visit participants.*
    - ***Expectations**: Any additional expectations of the applicant site visit participants will be reviewed and validated to ensure that all requirements and expectations of all participants are met.*
    - ***Roles**: Review the roles of the examiner team and applicant participants, including participation of the co-chair, Carey program representative, judge, etc.*
  - At the end of the opening meeting, examiner team members frequently ask a few opening questions, particularly if there are site visit issues identified for senior leaders.
  - Data and information are gathered through three primary mechanisms:
    - *Scheduled interviews with leaders, managers, employees, employee representatives, teams, committees, or other individuals / groups.*

    - *Random interviews (also referred to as "walk-around" questions) with managers, employees, or other workforce members to verify/clarify important deployment issues*
    - *Review of data (paper/electronic) needed to verify/clarify application information.* ***NOTE: All documents collected should be returned to the appropriate person / department at the end of the site visit.***

- When an "it is not clear" OFI is clarified (the OFI as written is no longer valid), it may be necessary for the team to "dig a little deeper" into the multiple areas to address of the criteria, or the higher maturity levels of the scoring guidelines to identify comments that will help the organization.
- Closing meeting:
  - *Thank the applicant for allowing the site visit and enabling the team to efficiently gather the information needed to make an objective, accurate assessment.*
  - *Provide the applicant leadership with an overview of the key themes topics identified.* ***NOTE: This feedback should be a discussion of the theme topic – not the verbatim comment – as the actual comments are subject to later revision by the team, the judge, the technical editor, and the program office.***
    - ✓ Process strengths
    - ✓ Process OFIs
    - ✓ Results strengths
    - ✓ Results OFIs
  - *Provide the team's recommendations for overall scoring bands for processes and for results. Scores for individual item / categories, or specific number of points will not be disclosed.*
  - *Respond to any applicant questions.*

- Documentation Phase
  - Comments after a site visit are more "fact-based" of what is or is not present. Following the performance phase of the site visit, there should be no comments that contain the phrase "it is not clear." If an OFI cannot be clarified, the team may note in their feedback comments that there was no evidence presented.

  - The team will complete documentation of their site visit prior to departure home:
    - *Completed SVI worksheets, documenting findings gathered from interviews, document reviews, and walk-around question responses*
    - *Revised Scorebook*
    - ✓ Item strength / OFI comments reflecting the information found during the site visit. Information found on site visit may prompt addition, deletion, or modification of Strengths and OFIs. Strength comments may "stand as written," but any Consensus Review "it is not clear" OFI comments must be modified to reflect the actual situation found on site.
    - ✓ Review and adjust scores as appropriate based on new information. Each Item score will be evaluated by examination team members on site. The examination team can agree to:
      - ➢ Keep the Item score the same
      - ➢ Increase or decrease an Item score by 5 or 10 percentage points – changes of any Item score by more than 10 points will require a written explanation on a separate Item feedback sheet.
      - ➢ If the overall applicant score changes by more than 50 points (up or down), then the team is required to document the reasons for the significant change.
    - ✓ Key themes and executive summary revisions as appropriate based on new information.

Site Visit Issue Worksheets (See Appendix A)
SVI Worksheets are used to track the major / important issues that will need to be verified or clarified during Site Visit Review.
The team will *verify* strengths seen as potential best practices and *clarify* all OFIs.

- For **Process** Items: SVIs for on-site verification of strengths and clarification of OFIs include the applicant's *approach*, extent of *deployment* of the approach, organizational *learning*, and alignment or *integration* related to the approach.
  - For example, if a strength comment discusses the existence of a systematic process, we will verify that the process exists and operates as presented in the written application.
  - We will also verify that appropriate credit was given during the Consensus Review of the written application, particularly in cases where the Team gave benefit of the doubt.
  - During the planning phase of the site visit, for Process Items, examiners are asked to develop Site Visit Worksheets focused on key processes – the investigation of the SVI may provide information needed to finalize more than one comment.
- For **Results** Items: The SVI Worksheet for Results Items differs from the one for Process Items. There is an SVI Worksheet for each Results Item, and each strength and OFI comment is listed with the figures, graphs, and charts (data) associated with the comment. The analyses indicate the summary of the impact of updated results.
  - The "Findings and Impact on Comments" column is completed while on-site, after the strengths and opportunities have been verified and clarified through the accomplishment of the SVI strategy for the Item. New data and gaps found on-site also are recorded. These two rows should provide as much detail as is necessary for the judge to understand the findings and conclusions of the impact on comments.
  - The "Findings and Impact on Comments" column should be a summary of findings. However, it is important that sufficient data and clear information are provided so that the judge can understand the team's thinking. These data and analyses should end up in the final comments.
- Final completed SVI Worksheets will be submitted as part of the Site Visit Scorebook to assist the judge in making decisions.
- Use SVI Worksheets to discuss findings and preliminary conclusions. Findings might include observations, specific answers, and/or updated results that lead to revisions of the comments. Conclusions indicate how the findings affect Item comments. Until the site visit has been completed, preliminary conclusions are subject to change as new information becomes available. Discussions and preliminary conclusions will help guide the team's work during the site visit.

Feedback Report Preparation
The Carey Program Office will review all Scorebook comments and scores to ensure consistency in language and structure.

- The Carey Program Office will convert all Scorebooks into feedback reports, which include:
  - Executive summary, including Process and Results scoring bands, Overall scoring band and key theme comments
  - Strength and opportunity for improvement comments, including criteria item references for each process and results item
  - Scoring range information at the Item level

Confidentiality
Applicant organizations should have confidence that Carey site visit teams will respect their time, openness, and be sensitive to information shared.

- Gather only needed information to verify strengths or clarify OFIs, and return all applicant-specific documentation to the applicant point-of-contact at the end of the site visit.

Computer Use Instructions

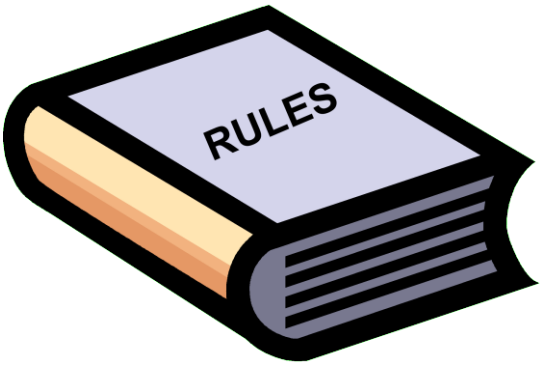
While at the Applicant's Site(s)

- Laptop use while on the applicant's site is restricted to the team conference room.
- Do not use the applicant's computers. If data are needed, request the data, but do not extract or retrieve the data yourself.
- Do not remove any data files from the applicant's site.

Proposed Ground Rules for the Site Visit

Modified by the team as necessary …

- **Working as a Team:** Our objective is to conduct an effective and objective site visit by using all the expertise of each of our team members and helping each other – None of us leave until the job has been completed. Working as a team also means that we will present a uniform and united front during all interactions with the applicant.
- **Customers:** We have at least three customers.
  - The applicant, which is looking for insightful, non-prescriptive feedback that will help reinforce its strengths and identify actionable OFIs.
  - Ourselves – we need to understand and benefit from each of our contributions.
  - The judge, who is looking for our objective evaluation of the applicant based on the Award Criteria.
- **Feedback-Ready Comments:** As we complete our work, we will make every effort to draft consolidated comments that are feedback-ready. That means we should imagine that the applicant is reading the comments as we write and can understand how each comment is applicable and actionable. In addition, we need to make it easy for the judge to follow the trail from the application through the Consensus Scorebook, SVI and Item Worksheets to the Key Themes Worksheet.
- **Item Ownership:** No one "owns" any Item. Instead, we are trying to get the best collective thinking. Cross-team sharing of observations and input will be a necessity.
- **Time Management:** We try very hard to begin and end on time. We stick to the overall schedule of events that has been agreed upon. It is important to document as you go. Site Visit Issue Worksheets must be kept up-to-date. If we get behind, it will be difficult to catch up!
- **Facilitation:** We all have a responsibility for facilitation. For example, if we get away from the more important points and into minutia, call a "process check" to help us get back on track.
- **Active Listening and Consensus:** We listen to other points of view, particularly those which are different, in addition to expressing our own. We can and should respectfully disagree, but we are striving for consensus. Consensus means we have heard, have been heard, and thus can and will support the team's conclusions.
- **Professional Behavior:** We want the applicant to feel that we were prepared, listened well, and thoroughly understood its organization.
- **Have Fun and Learn from Each Other:** We intend to have fun and encourage humor at the same time that we are working.
- **Other:** We all will take collective ownership and responsibility for the Site Visit Scorebook.



Site Visit "Do's and Don'ts" List

DO:

- Do come prepared for a heavy schedule of activity beyond normal work hours. The agenda is full, the schedule hectic, and the environment intense.
- Do review the applicant's key factors.
- Do exercise common sense when scenarios arise that you have not encountered previously.
- Do ask for whatever information is needed to clarify or verify your assigned SVIs. Ask spontaneous questions. However, be realistic, and do not place an undue burden on the applicant by requesting unnecessary things.
- Do adhere to the agenda, but be flexible. It is vital for the applicant to feel there were sufficient opportunities to "tell its story."
- Do be prompt for all appointments.
- Do take thorough notes for documenting the findings. Note the kinds of things that will help the applicant via the feedback report and will assist the judge in understanding the applicant's processes and results.
- Do participate in daily meetings to share information and impressions, to ensure that all relevant information is obtained, to ask questions of other Examiners about their interviews, and to adjust strategy as needed.
- Do make arrangements with the Carey Program Office for the return or disposal of all materials after the site visit. All digitally stored material about the site visit must be deleted.
- Do wear comfortable clothing appropriate for the types of facilities you will visit and the off-site team sessions where discussion and writing occur.

DON'T:

- Don't contact the applicant before the site visit unless you are the Team Leader
- Don't depart before the Site Visit Scorebook is finished and signed.
- Don't show or give verbal or nonverbal feedback during interviews. Don't let the applicant's representatives know your evaluation of their answers.
- Don't interview consultants, customers /patients, or suppliers unless an exception has been identified by your Team Leader in consultation with the Carey Program representative.
- Don't hold debriefings, meetings, or discussions of the site visit in a non-confidential area.
- Don't take applicant materials, reports, documentation, etc., off-site unless doing so is essential and the applicant agrees to allow the materials off-site.
- Don't write on any of the applicant's materials.
- Don't leave for home with any of the applicant's materials.
- Don't take any souvenirs (pens, stationery, etc.) from the applicant's site or from the hotel.
- Don't share information gathered during a site visit with others outside of the site team, Carey Program Office representatives, judges, or Program Co-chairs.
- Don't disclose the names of individuals interviewed or applicant organizations visited.
- Don't keep copies of any applicant materials gathered during the site visit.

Appendix A

Site Visit Issue Worksheets and Examples

SITE VISIT ISSUE WORKSHEET – PROCESS ITEM

Criteria Item Reference:	*Not originally evaluated at consensus* _____
Issue to clarify / verify:	

Comment(s) affected: (An SVI may address one or more comments in the consensus scorebook, so that by the end of the site visit all OFIs, double pluses, and strengths comments linked to a Key Theme in the final scorebook have been verified or clarified. List the comments found in the consensus scorebook that are addressed by the findings and conclusions concerning this issue, *e.g., 1.1 first +, 1.1 first OFI, KT a.2, and 5.3 second +*)

-
-

Analysis Required: (Based on the SVI above, what are the core questions, including *approach, deployment, learning, and/or integration* that must be answered in able to draw conclusions to verify the strength or clarify the OFI issue(s) in the comments affected. Note: answers will be obtained from interviews, document reviews and other observations while on site)

Strategy: (List the information you need and specifically how you intend to obtain it [i.e., persons to interview; specific questions to ask each person, including walk-around questions to check deployment]; specific documents to review and for what purpose; and observations to make. Be sure your strategy will address the overall issue, as well as the specific consensus comments.)

Individuals to interview and specific sites or locations to visit, if appropriate:

Questions to ask and of whom:

Documents to review

Walk-around questions

Findings: (List the information that was actually obtained through the above strategies)

Effect on Comments:

EXAMPLE – SITE VISIT ISSUE WORKSHEET – PROCESS ITEM

Criteria Item Reference: 5.2b	*Not originally evaluated at consensus* _____
Issue to clarify / verify:	Whether the workforce processes described include volunteers

Comment(s) affected: (An SVI addresses one or more comments ion the consensus scorebook so that by the end of the site visit all OFIs, double pluses, and strengths comments linked to a Key Theme in the final scorebook have been verified or clarified. List the comments found in the consensus scorebook that are addressed by the findings and conclusions concerning this issue, *e.g., 1.1 first +, 1.1 first OFI, KT a.2, and 5.3 second +*)

- 5.1 second OFI: It is not clear how the applicant recruits, places, and retains volunteers. Given that the volunteers represent one fourth of the entire workforce, lack of a systematic approach to ensure that adequate numbers of engaged volunteers are available may impair future capacity and capability of the organization.
- 5.2 first OFI: It is not clear how the applicant uses formal and informal assessment methods and measures to determine engagement and satisfaction of their volunteers. Failure to deploy engagement and satisfaction assessment mechanisms to this segment of the workforce may result in missed opportunities to identify key elements that affect volunteer engagement or volunteer concerns, and could ultimately result in the loss of volunteers.
- 3.2 third OFI: It is not clear how the applicant ensures that patients' and stakeholders' support requirements are deployed to volunteers. The applicant notes that the volunteer at the front desk is the "first impression" for patients and visitors, and lack of deployment of customer service standards to the volunteers may result in impair the ability of the organization to build strong relationships with their customers.

Analysis Required: (Based on the SVI above, what are the core questions, including approach, deployment, learning, and/or integration that must be answered in able to draw conclusions to verify the strength or clarify the OFI issue(s) in the comments affected. Note: answers will be obtained from interviews, document reviews and other observations while on site)

Are the recruitment, engagement, satisfaction, and training approaches described for the employees also deployed to the volunteers, as appropriate?

Strategy: (List the information you need and specifically how you intend to obtain it [i.e., persons to interview; specific questions to ask each person, including walk-around questions to check deployment]; specific documents to review and for what purpose; and observations to make. Be sure your strategy will address the overall issue, as well as the specific consensus comments.)

Individuals to interview and specific sites or locations to visit, if appropriate:

- Volunteer coordinator
- Volunteers

Questions to ask and of whom:

- Volunteer coordinator: ask about mechanisms for recruitment, how volunteers are "brought onboard," how decisions are made about where volunteers will work and what they will do, training sessions for volunteers, and how their performance is evaluated
- Ask volunteers how they started working here, what training they receive, whether they have opportunities to give feedback about the work and the leadership, what makes them stay

Documents to review

- Volunteer satisfaction survey result, if available

Walk-around questions

- Do you use any volunteers in your area? If so, how do you give / receive feedback from them about how well they're doing? How do you decide what they will do? Who decides how many volunteers you have working with you?

EXAMPLE

Findings: (List the information that was actually obtained through the above strategies)

- There is no systematic approach for recruiting volunteers. Most volunteers are "recruited" through personal associations with existing volunteers.
- Volunteer satisfaction surveys are not conducted.
- There is a formal New Volunteer Orientation Program that all volunteers go through consisting of self-study, formal classes conducted by the Volunteer Coordinator, and a regimented precept program. Volunteers are assigned duties based on a combination of organizational needs and personal preferences, if available. Feedback regarding the NVOP is solicited by the Volunteer Coordinator through a survey conducted at the end of orientation.

Effect on Comments:

- 5.1 second OFI is changed to read: ~~It is not clear how the applicant recruits, places, and retains volunteers.~~ There is not a systematic approach for how the applicant recruits and retains volunteers. Given that the volunteers represent one fourth of the entire workforce, lack of a systematic approach to ensure that adequate numbers of engaged volunteers are available may impair future capacity and capability of the organization.
- 5.2 first OFI is changed to read: ~~It is not clear how the applicant uses~~ The applicant has no formal ~~and~~ or informal assessment methods and measures to determine engagement and satisfaction of their volunteers. Failure to deploy engagement and satisfaction assessment mechanisms to this segment of the workforce may result in missed opportunities to identify key elements that affect volunteer engagement or volunteer concerns, and could ultimately result in the loss of volunteers.
- 3.2 third OFI is deleted.

Effect on Scoring:

- 3.2 third OFI deletion should result in an increase in scoring.

EXAMPLE

SVI WORKSHEET – RESULTS

Comment #	Figure Numbers	Levels	Trends	Comparisons	Appropriate Segmentation/ Linkage	Updated Results Yes (change?), No	Summary of Findings and Impact on Comments

SVI WORKSHEET – RESULTS

Comment #	Figure Numbers	Levels	Trends	Comparisons	Appropriate Segmentation/ Linkage	Updated Results Yes (change?), No	Summary of Findings and Impact on Comments
7.1a Strength #1: Screening and prevention measures	7.1-1a, 7.1-1b, 7.1-2a, 7.1-2b 7.1-3a, 7.1-3b, 7.1-3c	Excellent	7.1-1a: 25% increase from 2002 to 2008 7.1-1b: 45 % increase from 2002 to 2008 7.1-2a,b: increased 60% from 2005 to 2008 7.1-3a,b,c: Improved	7.1-1a: better than state average CHC 7.1-1b: better than 90th percentile comparisons *(Look for regional/ national comparisons to tie with KF 6)*	*Clarify whether analysis is segmented by services and service areas*		

Identify and summarize the comment. List figures, graphs,

On-site, take note of updates provided, as well as new information about results

Identify what you may need to explore on-site to fully evaluate performance.

Summarize your analysis of LeTCI elements; do not re-key data

EXAMPLE

Appendix B

Guide to Interviews and Sample (Generic) Walk-around Questions

General Interview Tips and Techniques

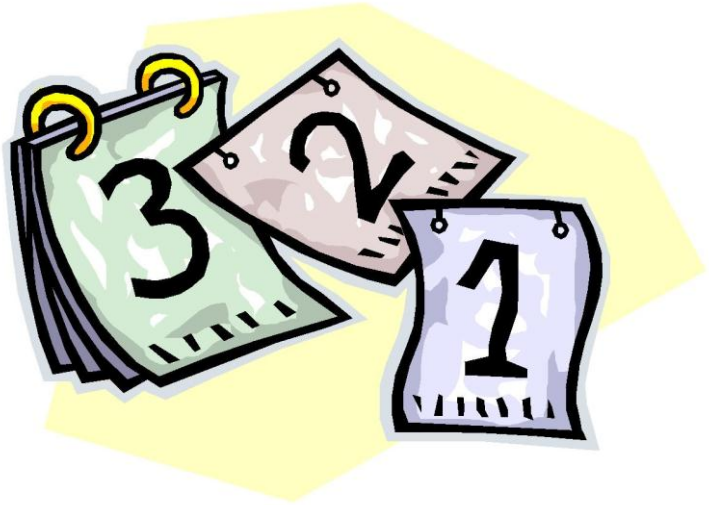
- Be prompt in starting the interview.
- Introduce yourself: "Hello, I'm _____ from the Carey Award Site Visit Team." Ask the person's name if it is not offered. Ask the person some questions about his or her background to help put him or her at ease.
- Begin the interview by telling the applicant that Examiners are not looking for right answers but, rather, that they are trying to fully understand processes and results.
- Ask if anyone else from the Site Visit Team has spoken to the interviewee.
- Let him or her know you will be taking notes.
- Keep a separate page for each person with whom you talk. Note his or her name, department or unit, and other pertinent information. Keep a separate page for each SVI. This permits easier sharing of information among the Examiners.
- Ask simple, straightforward questions using the applicant's language. Avoid Baldrige or other types of jargon.
- Do not ask leading questions, and be careful not to inadvertently prompt answers. For example, you should ask, "How often does the planning team meet?" rather than "Does the planning team meet every week?"
- Ask the person if he or she would like to add anything. You may have missed something the applicant feels is vital.
- Thank the interviewee for his or her time and communicate appreciation for the applicant's efforts.
- Record materials requested and received.

Applicants are typically interested in assessing their progress on a site visit, and they may ask you how their site visit is going. While this is a simple question, it is one that is premature to answer while the site visit is ongoing and the team is gathering information on its SVIs. Accordingly, if the applicant asks you, "How are we doing?" you should simply tell the applicant that the team is still in the process of gathering information on its site visit issues and, as such, it is premature to answer the question. You may compliment the applicant on its hospitality, helpfulness, flexibility, and cooperation.

Sample (Generic) Walk-Around Questions

- Where do you work / what do you do? How long have you worked here? How long have you been in your current position?
- What are the most significant changes you've experienced here in the last 2 or 3 years?
- Do you have direct interactions with patients and/or stakeholders? How often? Could you describe examples of these interactions? In general, how do you know what your patients and/or stakeholders expect from you?
- What departments or groups do you depend on to do your job? Do you provide these groups feedback on what improvements could be made? How often? How (formal/informal)?
- Are you involved in community activities? Do these involve time off from work? Does the organization allow you paid time to volunteer?
- Are you currently participating on any work teams? How long have you been a member? What is the team's mission/role? Is your team worth the time you spend? Why?
- How do you share and/or receive information to help you do your job?
- When was the last time you attended a formal training class? Topic? Length? What did you learn that you are able to use in your job?
- Do you receive information about the organization's key strategic objectives? (e-mail, newsletters, group meetings, etc.)? Which is most effective? Are there other ways you would like to get information and/or other information you would like to have?
- Do you receive information on key results for the organization? How do you use this information to make decisions?
- How often do you see your direct supervisor? His or her supervisor? His or her supervisor? Under what circumstances?
- If you could change one thing about this place, what would it be and why?
- Who are your major competitors? What do they do better than you? Are you aware of any efforts to improve in these areas?
- What concerns do you have about the future of this organization? Have you shared these with your senior leaders? Have they asked you for input? How/how often?
- How do you fit into the organization's strategic plan?

Appendix C



Sample (Suggested) Agenda

Travel Day / Team Preliminary Meeting

Preparation Meeting

- ✓ Review agenda
- ✓ Assign members to pairs
- ✓ Review feedback report and discuss the kinds of questions need to clarify/verify OFIs
- ✓ Identify Leadership questions for opening meeting

Day 1

7:30 a.m.	Leave hotel for opening meeting
8:00–8:30	Arrive Move to opening meeting Introductions
8:30–9:45	Opening meeting
9:45–10:15	Category 1 questions (entire team)
10:30–11:30	Take tour of site, as appropriate
11:30–12:00	Team caucus / process check
12:00–12:30	Lunch
12:35–1:30	Category &Team interviews (pairs)
1:35–2:30	Category &Team interviews (pairs)
2:35–3:30	Category &Team interviews (pairs)
3:35–4:30	Team interviews / walk-around questions (pairs)
4:35–5:00	Discussion of team's needs for next day and coordination with OCP
5:00–6:00	Return to hotel Prepare for working dinner
6:00 – 10:00	Documentation Review documents / updated results Comment / Score revisions Discuss items needed for Day 2

Day 2 (and Day 3, as appropriate)

7:30 a.m.	Leave hotel
8:00–8:30	Arrive
8:35–9:30	Team interviews / walk-around questions (pairs)
9:35–10:30	Team interviews / walk-around questions (pairs)
10:35–11:30	Team interviews / walk-around questions (pairs)
11:30–12:00	Team caucus / process check
12:00–12:30	Lunch
12:35–1:30	Additional info gathering TBD (pairs)
1:35–2:30	Additional info gathering TBD (pairs)
2:35–3:30	Additional info gathering TBD (pairs)
3:35–4:30	Additional info gathering TBD (pairs)
4:35–5:00	Any additional information requests to OCP
5:00–6:00	Return to hotel Prepare for working dinner
6:00 – 10:00	Documentation Comment / Score revisions Prepare closing meeting (key themes and overall scoring band descriptor)

Note: If a full third day is required, based on size of applicant, agenda is basically the same as Day 2

Final Day

7:30 a.m.	Leave hotel
8:00–8:30	Arrive at site Return materials to applicant
8:35–9:30	Closing meeting ✓ Share key themes ✓ Share overall Process and Results scoring band descriptors ✓ Thank facility, leadership, and OCP